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AUTHOR McCoy, Palmer E.; Jones, Eleanor

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ABSTRACT

Nineteen Wisconsin counties were the site of the four-year Rural Development Demonstration Project, one of five such projects in the nation. Among the project's objectives were to accelerate sound economic, social, cultural and environmental development and to provide alternatives for living in non-metropolitan areas while providing greater economic balance for the state. Several activities were undertaken in the nine-county West Central District of the project from April 1, 1971 to April 1, 1975. Economic development efforts included creation of Overall Economic Development Plans for six counties. Downtown Improvement programs centered around individual improvement in management skills, as well as analysis and improvement of the community's physical and social well being, were undertaken in seven communities. Health planning efforts included publication of county directories listing health care and related services and health summaries outlining health care available, health needs, and groups responsible for providing for specific areas. Title V and Title I programs provided funds for studies in such areas as land use, power structures, resource preservation and water resources. Youth activity programs ranged from environmental concerns to work with the elderly. Interagency cooperation was sought. An evaluation committee was established to develop evaluation procedures to monitor progress in the demonstration area. (DS)

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STRATION PROJECT

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In 1970, the northwestern area of Wisconsin was one of five sites in the nation designated a 4-year Rural Development Demonstration Project. The Wisconsin Rural Development Council approved the project in October, 1970, and then established objectives and a program of work (see Appendix A). In April 1971, a staff member joined the West Central District to give overall leadership to the program.

Nineteen Wisconsin counties were involved—ten in the Northwest District and nine in the West Central District. Map 1 shows the two districts and the counties involved. This report relates primarily to activities in the West Central District (see Appendix B for selected characteristics of this district) from April 1, 1971 to April 1, 1975. The report highlights a cross section of activities representative of the Wisconsin Rural Development Demonstration Project.

Project objectives were:

1) to accelerate sound economic, social, cultural and environmental development in non-metropolitan Wisconsin and to provide alternatives for living in non-metropolitan communities. The design was to reduce the rate of growth in metropolitan areas while providing greater economic balance for the state;
2) to develop more effective citizen, legislative and agency cooperation with a focus on jointly identified priorities of growth and development;
3) to encourage major efforts by members of the state council to help convey the image to villages, cities, and metropolitan centers that balanced growth is a concept of town and country joining together, that the import is as great in urban as in rural areas, and that sound development of the state is the concern;
4) to achieve balanced growth in Wisconsin and to provide economic opportunity in non-metropolitan areas, industrial development and economic activities centered around new and expanded industries.

Map 1: Wisconsin Rural Development Demonstration Project—counties involved in the Northwest and West Central Administrative Districts.

= *Northwest District*

= *West Central District*

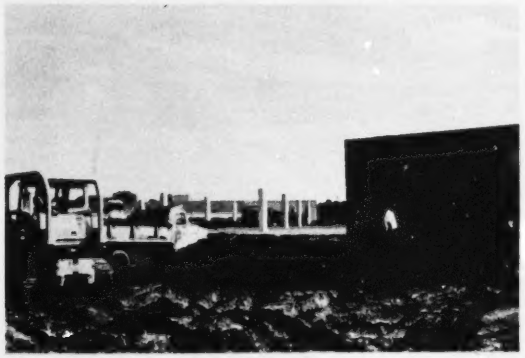
ECONOMIC DEVELOPMENT

One goal was to develop an economic plan for the region. This required first developing individual county and community economic plans, involving elected officials, financial institutions, and citizen groups. Economic research was essential. Overall Economic Development Plans (O.E.D.P.'s) were developed in Polk, Barron, Chippewa and Pepin counties. Similar plans are underway in Clark and Eau Claire counties.

These O.E.D.P's, representing views of large numbers of citizens from all walks of life, are serving as guidelines for economic development in each of these counties. And, in a cooperative effort with the West Central Wisconsin Regional Planning Commission, a regional O.E.D.P. is being developed.

Chippewa county formed a county industrial development council (see Appendix C for meeting program on industrial development at Cornell, Wis.), and through leadership from the county University of Wisconsin Extension office, did extensive programing in industrial and economic development. As a result, industry has expanded and new industry has entered the county. For example, the city of Chippewa Falls, using the Chippewa County O.E.D.P., applied for and was granted monies (in excess of $800,000) from the Upper Great Lakes Regional Commission and the Economic Development Administration, to build a new industrial park. This facility now has several new and expanded industries in it.

Several other counties (Eau Claire, Polk, and St. Croix) have had similar successes and have established aggressive programs with communities in industrial development.



With a grant of $900,000 from the Economic Development Administration, the Chippewa Falls Industrial Development Corporation has installed roads, water and sewer in an additional 90 acres of land in the Chippewa Falls Industrial Park. This increased capacity for industrial development was the direct result of publication of the Chippewa County Overall Economic Development Plan, which made the county eligible for EDA monies.

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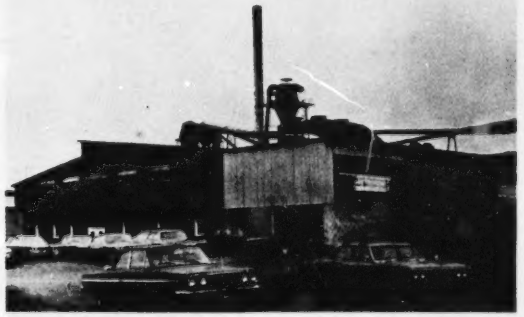
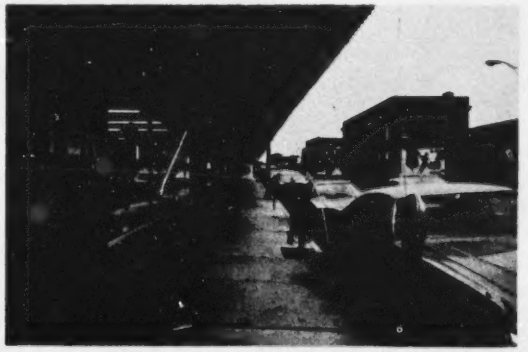


The Medford Industrial Park, developed over the past seven years by the Medford Area Development Foundation, has been an instrumental factor in helping to create a strong economy for Taylor County and the Medford area.

DOWNTOWN IMPROVEMENT

Downtown improvement is a second area involving economic activities and education. These programs center around two objectives: (1) individual improvement in management skills and (2) analysis and improvement of the community's physical and social well-being. The programs were carried out in Medford, Cumberland, New Richmond, Baldwin, Neillsville, Barron and Thorp. (Outlines or agendas for these two types of programs are located in Appendix D.)



A downtown revitalization project in Medford has been responsible for the installation of new sidewalks and the renovation of numerous main street store fronts.

Edward Pickett, UW-Extension, Dept. of Business and Management, conducts a class in St. Croix County for owners of small businesses.

HEALTH PLANNING

Another primary concern for west central Wisconsin was health planning and developing information needed for health planning. Initial meetings with the West Central Wisconsin Health Planning Council pointed up the need for two types of information: 1) a directory of health care and related services in the district, by county; and 2) health summaries to be compiled by citizen committees, outlining what is available in health care, what is needed, and who has the responsibility for providing it. The two publications, now completed in all counties, have served as an excellent resource for other agencies and individuals, and as an outline of needs for the district so that comprehensive health planning, involving citizen input, can take place.

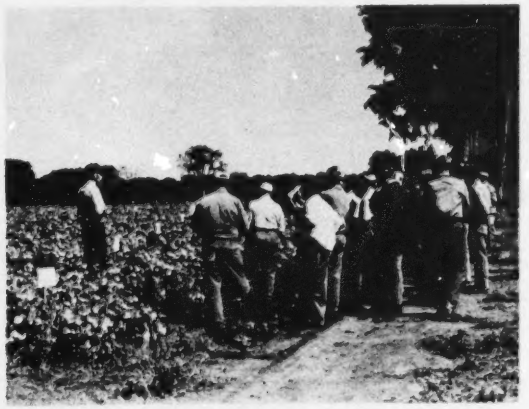
TITLE V FUNDED PROGRAMS

Designating the West Central District as part of the Wisconsin Rural Development Demonstration Area led to the district becoming a special area for use of Title V rural development demonstration monies. While dollar amounts were small, they have served as an excellent catalyst in field demonstration work and in applied research.

Demonstration projects, for example, have been funded in land use and the developing of a simplified land use system easily understood and utilized by local officials and citizens.

Other programs funded by Title V monies include:

1. Dial-A-Tip, providing telephone information on economic and community development
2. resource preservation, and effective utilization and community design, in the Apple River/Somerset area
3. a study of the power structure throughout the West Central District in county boards and in communities of 1,000 population or greater, with emphasis on attitudes toward growth; also included attitudes of the banking community toward growth in the region
4. a research and demonstration project in dry bean production in Dunn and Chippewa counties



Inspection and evaluation of an experimental dry bean plot in Chippewa County.

Members of health planning councils from ten counties in the Western District met at UW-Eau Claire for a training session in the development of health facilities and services directories for each of the counties.

5. a research project relating to feeding cull beans to beef animals in Dunn County
6. a program in the development of the arts in northwest Wisconsin
7. a study of women leaders in Eau Claire and, Chippewa counties
8. compilation of a data bank on northwest Wisconsin, useful in economic development
9. a study and application of a consensus model, used in communities to focus on community development priorities
10. the use of architectural students from UW-Milwaukee, in downtown design work with the communities of Cumberland, New Richmond, and Neillsville
11. a study of the impact and location decisions relating to non-manufacturing industries in Wisconsin
12. the development of visual analysis techniques for downtown areas
13. League of Women Voters Revenue Sharing Program

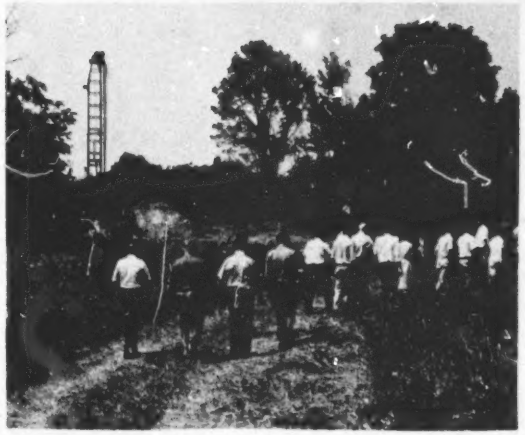
TITLE I PROGRAMS

Another source of funding for the northwest demonstration area was Title I Higher Education Act of 1965 monies. While these monies represented a small expenditure (under $100,000 annually), they were matched on a 50 percent basis by institutions in the area.

A major accomplishment was formation of a northwest consortium. The consortium has provided basic planning on community development projects throughout northwest Wisconsin. The consortium includes UW-Eau Claire; UW-Stout; UW-River Falls, UW-Superior, Mount Senario College, Ladysmith; Northland College, Ashland; UW Extension; Indianhead Vo Tech District, Shell Lake; VTAE, District 1, Eau Claire; the Mississippi River Regional Planning Commission; the West Central Wisconsin Regional Planning Commission; and the Northwest Wisconsin Regional Planning Commission.

Other basic accomplishments under Title I funding are:

1. land use planning, and simplified procedures for understanding land use planning, in Barron and St. Croix counties
2. citizen involvement in resource allocation decisions, conducted by Northland College, for citizens in Bayfield and Ashland counties
3. a study of the effects of copper mining in the Ladysmith area of Rusk County, done by Mount Senario College
4. a study of the basin and water resources of Lake Superior, with subsequent community education programs, conducted by UW-Superior, in the Douglas County area



The site of a developing copper mine in Rusk County was inspected by members of a conference held at Mount Senario College in Ladysmith. Focus of the conference was the impact of mining on a rural Wisconsin community.

At a project review of the Northwest Wisconsin Title I Consortium, Albert Dickas, UW-Superior, Center for Lake Superior Environmental Studies, explained methods of testing the water quality of streams flowing into Lake Superior. This scene was on the Brule River.

Members of the Northwest Wisconsin Title I Consortium examine severe erosion on the Apple River, caused by overuse of an access point to the river.

5. economic development and its relation to the political aspect of development in the Cumberland area of Barron County, initiated by UW-Eau Claire
6. overall land use planning adjacent to Lake Menomin, done by UW-Stout, Menomonie, in Dunn County
7. a study of financial institutions in west central Wisconsin, and attitudes towards growth and financing of economic development
8. the development of a cost of living index for rural areas, done by UW-Eau Claire
9. development of an economic barometer, UW-Eau Claire, now being utilized in Chippewa and Eau Claire counties
10. development and distribution, to the public, of existing land use information, in a project jointly accomplished by UW-Eau Claire and the Northwest Regional Planning Commission

How to use land wisely is a question which has long plagued man. A growing demand for food and ever-increasing population pressures, coupled with the desire that many people have to own a piece of land or to build on a large lot in the country, have continued to multiply our land use problems.

Since most land use decisions are made without adequate information, and are made with a great deal of emotion, it becomes necessary to develop easily understood land use systems and controls.

The systems developed in Hudson Township of St. Croix County and in Cumberland Township of Barron County are excellent examples of identifying and isolating land use variables, examining their impact on land and people, and then combining them in a form as easy to understand and as simple as a stop and go light.

The system developed asks what the land is to be used for (agriculture, industry, subdivisions), and then it examines land use variables to determine which is the best use. A traffic light color code was then assigned to the system:

Red for stop (there are many restrictions)
Yellow for caution (examine further)
Green for go (appropriate for that use)

When each potential land use has been defined by program participants, and when colored maps have been published, a zoning ordinance is designed to fit the maps and the information. The system is easily understood and is readily usable by educators, developers, local government officials, planners, and citizens.

The land use project represents a cooperative effort with Title V Rural Development monies, Title I HEA 1965 monies, UW Extension, UW-River Falls, the respective counties, local township government, regional planning and state planning. It provides a system which can easily be duplicated in other areas of Wisconsin or the U.S.

YOUTH ACTIVITIES

4-H and Youth agents throughout west central and northwest Wisconsin have been involved, with adult leaders, in efforts to strengthen programs and to create new programs for youth in the region. Programs and accomplishments are many and varied, ranging from environmental concerns to work with the elderly, from health and nutrition to cultural heritage projects. Several projects and accomplishments are listed below.

1. a *Readers Digest* Foundation grant to the Poskin Jets 4-H Club (Barron Co.) for wayside park improvements
2. special education children are involved in 4-H activities in St. Croix County
3. a Pierce County 4-H club reclaimed and continues to maintain an abandoned country cemetery

The Town and Country 4-H Club of Pierce County assumes sole responsibility for the maintenance of the Greenwood Valley Cemetery, near River Falls. Club members reclaimed the abandoned country cemetery seventeen years ago.

4. a school-wide bicycle safety campaign by a Clark County 4-H club received attention by the *Milwaukee Journal*

INTERAGENCY COOPERATION

Another goal of the Rural Development Demonstration Project was promoting interagency cooperation and encouraging accelerated imput from all state and federal agencies. This goal has been met in a variety of ways.

Interagency meetings were held on a semi-annual basis for the purpose of exchanging information on past and future programing. The meetings also provided agencies with an opportunity to review programing for possible overlap, for complementary programing, and for areas where programing was needed. Overall, the semi-annual meetings facilitated greater interagency understanding and encouraged more effective programing.

Examples of interagency cooperation:

1. **Small Business Administration** (SBA)
   Extensive work was done to develop a liaison with UW Extension and the newly established SBA office in Eau Claire. Procedures were established whereby Extension agents in each county were informed on SBA programs so that they could relay information to potential users. Procedures were also developed whereby agents could work with potential clientele in preparing information needed by SBA and the bank involved.

   The SBA representative and the UW Extension Community Development Specialist assigned to the demonstration area traveled together every two weeks to review potential applicants and to counsel individual businessmen.

   Loan volume in the area increased 200 percent in the first year.

2. **Soil Conservation Service** (SCS)
   Joint programs were undertaken in soils mapping in the West Central District. Land use systems and complementary ordinances were developed in St. Croix and Barron counties.

   UW Extension and SCS worked to develop a Resource Conservation and Development District in West Central Wisconsin. The application for the district has been filed with Washington.

   Joint educational programming in planning and land use planning, on a regional basis, has been developed through a cooperative effort with SCS, Regional Planning, and UW Extension.

3. **Department of Local Affairs and Development** (DLAD)
   The DLAD worked closely in the area of housing programs and development of housing authorities and new housing, and worked jointly on over-all economic development plans for Polk, Barron, Chippewa and Pepin counties.

   This department also cooperated on downtown improvement programs and industrial development.

4. **Economic Development Administration** (EDA)
   UW Extension and EDA worked with county-wide citizens groups in identifying community and county needs and helped with publication of O.E.D.P.'s for Polk, Barron, Chippewa, Pepin and Eau Claire counties in order to help counties qualify for EDA assistance programs.

Cornell, a city of 1,616 in Chippewa County, refused to quit when its major employer left town. Helping to promote "Operation: Good Life," Governor Patrick Lucey appeared at a town hall meeting in Cornell to discuss methods of economic development.

The EDA is now at work, with West Central Wisconsin Regional Planning Commission, developing a Regional O.E.D.P. for the 7-county area in western Wisconsin.

UW Extension and EDA worked on numerous projects for communities to get EDA aids for development of industrial parks. One example is Chippewa Falls Industrial Park—over $800,000, for development of sewer, water, and roads.

5. **Farmers Home Administration** (FHA)
   UW Extension worked jointly with FHA on development of industrial and business projects relating to FHA Expanded Guarantee Loan Program.

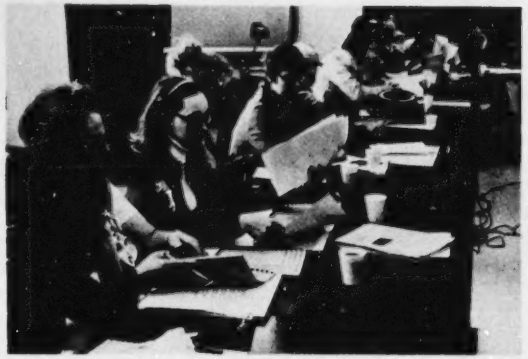
These units were involved in educational work on program content and how communities and individuals might utilize it.

6. **Regional Planning Organizations**
   UW Extension, in cooperation with the West Central Wisconsin Regional Planning Commission, developed educational programs on the importance of planning. These programs were presented to county boards and township government in Eau Claire, Dunn, Barron, and St. Croix counties.

   These units worked jointly on economic development projects in the region.

   WCWRPC worked jointly with UW-River Falls in land use programming and educational programs.
7. **Department of Transportation** (DOT)
   A cooperative effort was made by UW Extension and the Wisconsin DOT to facilitate the use of funds to upgrade a section of U.S. Highway 53 to full interstate standards. This upgrading, north of Eau Claire, was based on the projection of Eau Claire as a growth center in a rural section of the state.

   Joint efforts between the Wisconsin DOT and UW Extension also took place in the Hudson area in planning an expansion of the retail district of Hudson.



Wisconsin and Minnesota citizens, government officials, agency personnel, and University Extension faculty from Minnesota and Wisconsin discuss areas of joint concern at a meeting of the recently formed Inter-State Consortium.

UW-Extension and the county board of supervisors in all Wisconsin counties enjoy a long tradition of partnership. The workings of the county board are an integral part of the planning and development of any county.

REGIONAL AND LOCAL PLANNING

The West Central District regional planning commission was established at the onset of the rural development demonstration program.

Rapid changes in several counties demanded better planning. There was concern over land use, transportation, economic development, and a basis for planning, such as zoning.

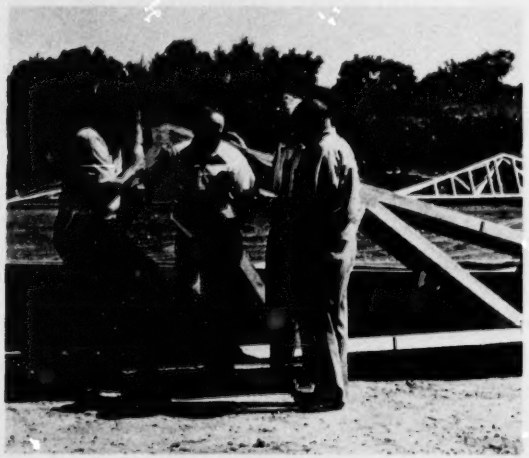
The planning program was established without a great deal of educational work with the citizenry, and as the regional planning commission developed and expanded its role in the district, the need for educational programing with townships, villages, cities, and county units of government became evident. There was also a need for citizens to understand the planning process and how planning applies to their local situations.

Because of this lack of understanding, opposition to regional planning developed.

A series of programs was created for presentation to county boards and township officials, in which the planning process was localized and examined visually and verbally. Included in the programs were examples of good and bad planning, opportunities for planning, and ways in which regional planning can be of assistance to local units of government as well as to the region.

Local-level educational programs were set up for villages, cities, and citizens in an effort to explain planning and how it works.

While there is still considerable opposition to regional planning, there is far less opposition to localized planning, and the role of regional planning in West Central Wisconsin and the state is now being examined in light of the need for greater understanding at the citizen level. The programs in the district have served as a model for similar programs in other parts of the state.



With the closing of the paper mill, Cornell's major employer, the townspeople rallied to help clear 23 acres of wooded land for an industrial park. New industry in the park has helped to re-establish an economic base for the town.

Colored land use maps were developed for a Title I land use project in St. Croix County, which is feeling the pressures of having two million people just across the border in the metropolitan area of St. Paul and Minneapolis. ➔

MONIES USED IN THE PROJECT

Title I HEA 1965 monies and Title V Rural Demonstration monies have been concentrated on projects in the Wisconsin Demonstration area.

Mechanisms for designing on-going Extension programs were also used to facilitate the selection of projects which would give maximum return within the demonstration area. In many cases, funds were "piggy-backed" or expanded by use of the monies for demonstration purposes, with the result that the programs were accepted and then funded through local, public and private sources.

Compatibility of programming in counties helped these funds to act as catalysts in bringing about positive change. Since funds were administered through common sources in the demonstration area, they proved to be compatible with the interest and needs of the program area. In addition, this ensured maximum input from other state agencies, from institutions in the area, and from Extension staffs in the field.

EVALUATION PROCEDURE HIGHLIGHTS

Upon designation of northwest Wisconsin as a part of the Rural Development Demonstration Project, the Wisconsin Rural Development Council called for the development of an evaluation procedure to monitor progress in the demonstration area. The chairman of the council subsequently established an evaluation committee to consider alternative procedures and to recommend to the council the best approach to the evaluation problem.

The Evaluation Committee, in its original recommendations to the Council, emphasized the following:

1. Based on extensive discussions, review of data and other materials, the committee recommended the following Community Resource Development Indicators be considered:
   a. Economic Base Indicator
   b. Economic Growth Indicator
   c. Human Resource Development Indicator
   d. Personal Income Indicator
   e. Health Indicator
   f. Environmental Quality Indicator

   The purpose of each was explained in detail in the report to the council.
2. The committee further recommended a series of supporting variables for each indicator listed above.
3. It was suggested that "principal component analysis" be considered as a technique for providing the necessary indices for measuring social, economic and environmental progress.

4. The committee also recommended that the council, in order to implement the recommendations, solicit interested and qualified University personnel to assist with computation of the indices and recommend sources of funding for achieving this objective.

The Evaluation Committee, in making the above recommendations, recognized it was presenting only a procedural approach. The second stage would include implementation of the recommended practices.

The second stage was carried out using principal component analyses. This procedure was used to construct a system of indices recommended for measuring rural development progress. It was recognized that the performance of the various indicators was not in all instances uniform. However, the economic phase, personal income and health indices performed well in measuring differences between counties.

The results were not affected by changes in the statistical procedure, and the weights assigned to each of the variables seemed consistent with both theory and practical experience. The economic growth index performed less well, for the ranking of counties changed with changes in statistical procedure. Since the weights assigned to each of the variables in the index were reasonable in each case, it is not clear why the index was unstable.

The human resource development and environmental quality indices were both inconsistent and unstable. The inconsistency arose from the fact that the weights assigned to the variables often had the "wrong" sign, and the instability was noted by changes in the results as the statistical procedure changed. It became obvious that until better data are available, any procedure of constructing indices to measure human resource development and environmental quality will necessarily produce less than satisfactory results.

In general, the attempt to measure rural development through indices reflecting the economic base, economic growth, personal income, human resource development, health, and environmental quality was reasonably successful. Experience indicated that indices can be developed and meaningful results obtained.

The experience of the Evaluation Committee makes it possible to consider the condensing of the amount of data necessary in order to measure rural development. By examining only those variables which have proven to be important in the index construction process, the list of relevant variables for measuring rural development activities may be greatly reduced.

Further refinement of the procedure recommended by the Evaluation Committee is still being carried out by the University of Wisconsin.

It is hoped that the evaluation of the Rural Development Demonstration Project will provide information to guide decisions of future or continuing efforts of this nature.

The Extension Service, U.S. Department of Agriculture evaluation focuses on three aspects of the project:

1. Internal programing changes in Extension. This includes a summary of interviews with Extension staff about their reactions to the project, its objectives and accomplishments.

   Part of this analysis is a comparison of Extension man-days planned and actually devoted to rural development activities by county Extension staff, both in the 19-county area and in the state.
2. A telephone survey of citizens in the 19-county area and their perception of the role Extension played in specific development projects in their counties. The questions in this survey seek to determine Extension's contribution to community leadership development, organization of groups to address community problems, provision of information and educational assistance to community groups, and provision of technical assistance to help groups solve community problems.

   The county projects are grouped into eight categories:
   a. public housing
   b. natural resource development
   c. downtown renewal
   d. citizen development and planning committees
   e. recreation development
   f. agricultural development
   g. industrial development
   h. business development
3. A per capita comparison of federal funds in the 19-county area and the state of Wisconsin to discern if additional federal resources were committed to the area.

Some preliminary conclusions are: 1) there were significant shifts in Extension programing into rural development problem areas; 2) Extension and other agencies did actively support and cooperate with local citizens in accomplishing a variety of rural development projects; and 3) federal and state agencies did commit additional resources (manpower and funds) to the 19-county demonstration area.

APPENDIX A: THE WISCONSIN RURAL DEVELOPMENT COUNCIL PROGRAM OF WORK

The Wisconsin Rural Development Council will support, encourage and assist in the development of projects and programs to strengthen Wisconsin's economic, social and cultural base. To meet these objectives, programs and projects, the Council will:

1. aid in strengthening an interagency development council in each Wisconsin county, through organizational and programmatic communications with the state council. Such county councils will include provision for citizen participation;
2. help with the completion of a State Land Use Plan, through agency and organization support;
3. uphold and assist further development of Regional Planning Commissions, through educational programs and interagency cooperation;
4. support programs to explain the concept of balanced growth in the state to citizens of all ages. Educational programs and action projects for youth and adults will be an integral part of the program;
5. promote the future growth of Wisconsin's rural economy, including small businesses and farms, through active programing by Council membership in this area of concern;
6. foster economic development (business, industry, recreation, transportation) at the local level, by active assistance from agencies and organizations on the state level;
7. assist in increasing the potential of every individual through manpower development and training, and vocational education,
8. encourage improvement of economic and social conditions of minorities, disadvantaged youth, and aged in the development of state, regional, and county programs;
9. stimulate the preservation, protection, and wise use of the state's environmental resources;
10. enhance the living and enjoyment of Wisconsin citizens through development of cultural programs;
11. contribute to increased understanding of the problems and needs of the state through improved channels of communication between agencies and organizations with action programs, and researchers and legislative bodies.

APPENDIX B: SOME CHARACTERISTICS OF THE WEST CENTRAL ADMINISTRATIVE DISTRICT

Population

The nine-county region has a total population of just over 271,000, two-thirds of whom are classified as rural. This constitutes 7.9 percent of the state total. The most populous county is Eau Claire, with 72,237, while Pepin is least populous with 7,410. Age and sex structures approximate the state averages, as do birth and death rates.

The district population density, at 42.6 per square mile, is considerably below the state average of 80.8.

Those counties that are a de facto part of the Twin Cities metropolitan area (St. Croix and Pierce) have experienced rapid population growth during the past two decades (32.6 percent and 24.3 percent respectively) as had Eau Claire (24.0)

During 1950–1960 the nine counties grew at a 3 percent rate, or 12.1 percentage points below the state average, a trend which if continued will surpass the state average level by 1980. Data indicate that a majority of this growth is occurring in rural, unincorporated areas. An exception to this is Eau Claire County, where the Eau Claire urban area grew by 9,223 people, while the entire county by only 8,919.

Income

While the district contains 7.9 percent of the total state population, it reported only 5.4 percent of the state's adjusted gross personal income in 1970.

Average income per capita in 1970 ranged from a high of $2,854 in Eau Claire County to a low of $1,929 in Dunn County. By 1972 this had increased to $3,317 in Eau Claire County compared to a low of $2,362 in Barron County.

The district average per capita in 1970 was $2,353 as compared to the state average of $2,981. This 21 percent disadvantage, while substantial, appears to be narrowing, since data in 1963 indicated a 25 percent disadvantage.

Some measure of the extreme poverty behind these figures is contained in the estimate that slightly over 20 percent of the total households in the district had cash incomes of less than $3,000. An additional 15 percent of households were estimated to have incomes of less than $5,000 in 1970.

Education

The median number of school years completed is about 11.1 compared to a state median of 12.1. This ranges from a high of 12.3 in Eau Claire County to a low of 9.0 in Clark County.

Total elementary and high school enrollments in the district were 81,830 in 1970. The region's high school dropout rate was 2.5 percent as compared to the state average of 3.1 percent. Thus the region, with only 7.8 percent of total enrollments, produced 8.4 percent of the state's high school graduates.

There are three vocational-technical schools in the district, with about 13,000 students enrolled in 1970 (not all within the district) in this type of education. Of these, 1,347 were pursuing formal diploma or associate degree programs.

The area is well served by facilities for higher education. The UW-Eau Claire continues to be one of the most popular compuses in the UW system. UW-Stout has gained national and even international recognition for the excellence of its industrial arts, home economics and vocational education programs. UW-River Falls, among other offerings, has an excellent agricultural training program. In addition to these, UW Center-Barron County, Rice Lake, offers a two-year program.

Agriculture

Soil fertility throughout the district ranges from fair to good with considerable local variation. The normal growing season averages 130 days; annual precipitation averages 30 inches.

In 1969 the district had more than 3 million acres in farms, about one-sixth of the state total.

The average market value of agricultural products sold per farm was $13,131, or $1,574 below the state average in 1969. The principal agricultural activity continued to be dairying, with a total of 331,200 dairy cows in the nine counties in 1970. Clark County, with 66,500 was third in the state and sixth in the nation in number of dairy cattle.

Total farm population was 73,463 in 1970, a decrease of 36.8 percent from 1950.

The continuing paucity of opportunity for area youth in agriculture is reflected in the average operator age of slightly over 50 in 1969.

Business and Industry

Total retail sales in 1970 were estimated at over 500 million dollars or about 6.6 percent of the state total. Per capita bank deposits averaged $1,941 with total deposits of nearly 590 million dollars in the district's 64 banks during 1970.

Total employment in manufacturing was estimated at 22,000 in 1970, about 4.4 percent of the state total. Additional manufacturing employees live in the region and commute to the Twin Cities area.

The Eau-Claire-Chippewa Falls area is the major manufacturing and trade center of the district. The Chippewa River was important in the development of these cities but has significance now only in the production of electricity. Wisconsin's larges hydroelectric generating plant is at Chippewa Falls.

The three major categories of manufacturing, measured by number of employees, are metal products, rubber products, and food. Although Eau Claire is not one of the state's major manufacturing counties it had the greatest percentage increase in value added of manufactures from 1967 to 1972.

Total wages paid in the district during 1970, excluding agriculture, were estimated at slightly over $300 million.

Natural Resources—Land, Water, Forestry, Minerals

The district has a total land area of 7,118 square miles or 13 percent of the state total, and is divided into three physiographic regions.

The Barron Hills (Barron County, the northeastern half of Chippewa County and northern Polk County) are part of the Northern Highland region, characterized by relatively flat to hilly land sloping from an elevation of 1,700 feet on the north to 1,000 feet on the south.

This area has a high recreational potential, and Polk County is already a major recreation area for the Twin Cities.

The Central Plain region has generally flat surfaces with less than 100 feet of relief. It includes most of the remaining counties with the exception of St. Croix, Pepin and Pierce which lie in the Western Upland region.

The Western Uplands are characterized by hilltops, ridges and valleys. This region is a plateau of almost horizontal sedimentary rocks heavily eroded by stream action.

Surface water accounts for only 2 percent of the area, and lakes are common only in the small portion of the region that was glaciated during the Wisconsin Ice Age. The district does have many rivers and streams of significant recreational value, offering 375 miles of canoe trails and nearly 850 miles of trout streams. Major rivers include the St. Croix, Chippewa, Eau Claire, Black and Red Cedar.

Environmental Quality

Air quality throughout the region is generally good with significant amounts of air pollution existing only in Eau Claire and along the extreme western border of the region on rare occasions when air conditions prevent the usual dispersal of pollutants from the Twin Cities area.

Wisconsin has comparatively stringent requirements concerning solid waste disposal. The district had 154 licensed sanitary landfill sites in 1972, only six of which were under any sort of legal action.

The chief environmental problem in the district seems to be water pollution. The Chippewa is badly polluted by sewage and industrial wastes and carries a heavy sediment load.

Of 44 listed sources of sewage wastes in the Chippewa basin in 1971, 12 (including the city of Eau Claire) provided only primary treatment prior to discharge into the river.

The St. Croix, included in the Wild Rivers Act, is the only large unpolluted river in the U.S. in close proximity to a major urban area. Some local problems do exist, but there is no known industrial use of surface water except by power plants. Barring extensive exurban development from the Twin Cities, against which some legal action has been taken, the quality of the St. Croix should remain good.

Lakes and streams throughout the area are in generally good condition.

Appendix C: Chippewa County Industrial Development Meeting

October 17, 1972
Cornell High School Auditorium
A Town Hall Meeting with Wisconsin Governor
Patrick J. Lucey as Special Guest

AGENDA

7:30-10:00 p.m. Industrial Development Meeting:
CORNELL, HOME OF OPERATION GOOD LIFE

Panel:

Bernard Bennett, superintendent, Cornell Public Schools, moderator

Dennis Geist, mayor, Cornell, "Welcome and Resume of the Cornell Situation"

Floyd Hovarter, Chicago, Forester Products Specialist, Wisconsin Department of Development, "How Citizen Attitude Can Help; What Citizens Can Do"

Hanford Olson, Eau Claire, EDA, "How EDA Can Aid Cornell's Industrial Park"

Jeff Smoller, director, Wisconsin Upper Great Lakes Development Association, "Upper Great Lakes Support for Cornell Industrial Park"

Calvin Kraemer, Chippewa Falls, UW Extension, "Some Comments on the Present Situation"

Palmer McCoy, Eau Claire, UW Extension, Community Development Specialist, "Citizen Involvement"

William Kidd, secretary, Wisconsin Department of Business Development, "The Need for Mature Confrontation of the Problem"

Martin Ponsio, union president, paper mill, Niagara, Wisconsin, "A Comparison of Similar Problems in Niagara and Cornell"

Charles Kuder, mayor, Niagara, Wisconsin

Wilbur Marx, Eau Claire, president, Northern States Power Co.

Keith Kuehn, Dairyland Power Cooperative

John Lindburger, Wisconsin Social Services

Governor Patrick J. Lucey, "Help From the Governor's Office for Cornell"

Appendix D: Agenda for Downtown Improvement Programs

ST. CROIX COUNTY SMALL BUSINESS MANAGEMENT PROGRAM

SPRING, 1974

St. Croix County Agricultural Center — 7:00 p.m. to 10:00 p.m.

SESSION 1

Wednesday, March 27 — 7:00 p.m. to 10:00 p.m.

You, Your Family and Your Business

a. Characteristics of a successful small business man and woman
b. Integrating family and business goals
c. How to measure and evaluate your business

CONDUCTED BY: Edward M. Pickett, University of Wisconsin-Extension, Eau Claire, Wisconsin

SESSION 2

Wednesday, April 3 — 7:00 p.m. to 10:00 p.m.

Basic Records

a. What are the minimum records necessary?
b. How to maintain business records

CONDUCTED BY: Daniel Wunsch, School of Business, University of Wisconsin-Eau Claire, Eau Claire, Wisconsin

SESSION 3

Wednesday, April 10 — 7:00 p.m. to 10:00 p.m.

Advertising and Promotion

a. Budgeting for profitable advertising
b. Techniques of increasing readership
c. Media analysis
d. Capitalizing on consumer psychology

CONDUCTED BY: Gordon Johnson, Retail Advertising Manager, Madison Newspapers, Inc., Madison, Wisconsin

SESSION 4

Wednesday, April 17 — 7:00 p.m. to 10:00 p.m.

Salesmanship and Customer Relations

a. Training your employees to sell
b. Handling customers in your place of business
c. Developing your employees for your own public relations

CONDUCTED BY: Sarah Cox, Assistant Professor, Home Economics Department, University of Wisconsin-Stout, Menomonie, Wisconsin

SESSION 5

Wednesday, April 24 7:00 p.m. to 10:00 p.m.

Corporation vs. Proprietorship vs. Partnership

a. Individual liability in proprietorship vs. corporate liability
b. Tax benefits of sole proprietorship/partnerships
c. Tax benefits of incorporating
    1. Fringe benefits
    2. Corporate taxing effect
    3. Sub-chapter "s"
d. How to incorporate
    1. 1244 stock
    2. Tax free incorporation under Internal Revenue Code
e. Estate planning benefits and problems of incorporating

CONDUCTED BY: Jack Postlewaite, Attorney, Carroll, Parroni, Postlewaite and Anderson, Eau Claire, Wisconsin

LOCAL COORDINATOR:

Dennis Domack
Resource and Development Agent
St. Croix County Extension
Baldwin, Wisconsin 54002
Phone: 715-684-3301

PROGRAM ADMINISTRATOR:

Edward M. Pickett
Department of Business and Management
UW-Extension
Eau Claire, Wisconsin 54701
Phone: 715-836-5636

SPONSORED BY:

ST. CROIX COUNTY EXTENSION OFFICE
DEPARTMENT OF BUSINESS AND MANAGEMENT, UNIVERSITY OF WISCONSIN-EXTENSION

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Program

WELCOME ..... LYLE RASMUSSEN

PRESENTATION:

INTRODUCTION ..... DENNIS DOMACK

PROFILE ..... PALMER E. MC COY
Community Development Specialist
University of Wisconsin Extension

SLIDES ..... ELEANOR JONES

SUBJECT: OUTLINE OF VISUAL ANALYSIS OF BALDWIN

1. A review of St. Croix County and Baldwin potential.
2. An analysis of the types and numbers of businesses that the Baldwin trade area can support.
3. A visual analysis of Baldwin and how your customer looks at you and downtown Baldwin.
4. Discussion pertaining to the future direction of Baldwin and its downtown area.

WHAT: Baldwin Business Profile

WHEN: Tuesday, Nov. 4, 1975
6:30 P. M.

WHERE: Coachman Supper Club

COST: $4.00 Per Plate

Baldwin's Businesses

Anderson Excavating
Baldwin Auto Body Rebuilders
Baldwin Auto Supply
Bark's Bakery
Baldwin Beauty Shop
Baldwin Bulletin
Baldwin Carry-Out
Baldwin Clinic
Baldwin Community Hospital
Baldwin Dairy Queen
Baldwin Distributing Co.
Baldwin Egg & Potato Co.
Baldwin Giant Wash
Baldwin Greenhouse
Baldwin Insurance Agency
Baldwin Manor
Baldwin Motel - Ed & Jane Fink
Baldwin Motors
Baldwin Oil Co. - F. R. Greene
Baldwin Realty
Baldwin Sport Center
Baldwin Telephone Exchange
Baldwin Veterinary Clinic
Barney's Hiway Bar
Berkseth Equipment
Boldt & Gregerson Hardware
Bolier Real Estate
Chillstrom Sign Shop
Coachman Supper Club
Coast to Coast Store
Colonial Motel
River Falls Federal Savings & Loan Association
Day & Night "66" Service
Delroy Stone - Standard Oil Dist.

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Finally, we must acknowledge the Extension agents in the counties, for without their hard work, enthusiasm, cooperativeness and ability to innovate, the program would not have been successful. Truly, the overall effort was a team effort and is not one that will conclude at the end of the three-year demonstration program. Cooperative arrangements that were developed, and new program thrusts, will continue and, hopefully, the goals will continue to expand and the program impact become even greater in the future.

Palmer E. McCoy is associate professor of community resource development and Eleanor Jones is rural development program specialist, Division of Economic and Environmental Development, University of Wisconsin-Extension.

COOPERATIVE EXTENSION PROGRAMS

UWEX

University of Wisconsin-Extension, Gale L. VandeBerg, director, in cooperation with the United States Department of Agriculture and Wisconsin counties, publishes this information to further the purpose of the May 8 and June 30, 1914 Acts of Congress; and provides equal opportunities in employment and programming.

JUNE 1976

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